

UNC-Chapel Hill School of Pharmacy

Our VISION

To be the preeminent school of pharmacy where leaders in practice, education, and research are developed and nurtured.

Our MISSION

To advance healthcare through innovation and collaboration in pharmacy practice, education, research and public service.

We will:

- Create and maintain contemporary educational experiences, progressive practice models and competitive research programs.
- Apply new knowledge that contributes to the economic development of North Carolina.
- Recruit, mentor and retain the highest quality faculty, staff and preceptors; and recruit and mentor exceptional students and trainees.
- Deliver and promote post-graduate education and training for career and leadership development.
- Establish and sustain partnerships, collaborations and strategic alliances to advance the mission.
- Embrace and support the network of alumni and professional colleagues.
- Provide outreach and service to the citizens of North Carolina and beyond.
- Foster an environment that values diversity, creative thought and academic freedom.

UNC-Chapel Hill School of Pharmacy Strategic Plan

STRATEGIC INITIATIVE I: Practice Enhancement, Enrichment and Engagement

Support and advance pharmacy practice through education, training, service and research in collaboration with the profession.

Strategic directions:

SD1. Partner in bringing together the UNC-Chapel Hill School of Pharmacy, professional organizations, and other healthcare entities to advance pharmacy services to NC and to influence healthcare and public policy.

Obj 1.1 By December 2006, convene an annual open forum of key stakeholders across the state, including faculty, to exchange ideas of mutual interest.

Obj 1.2 By July 2007, create a mechanism to encourage increased faculty involvement in professional practice organizations in the state.

Obj 1.3 By September 2006, establish an advisory group consisting of influential practitioners representative of practice diversity to advise the School leadership on issues related to practice in the State.

Obj 1.4 By December 2006, School of Pharmacy representatives will meet with state leaders in chain and independent community pharmacies to identify opportunities to partner and resources required and available (e.g., NC Mutual Drug Company, Kroger, Kerr, etc.).

SD2. Invigorate relationships with practice and professional colleagues to advance pharmacy practice.

Obj 2.1 By September 2006, aggressively develop pilot progressive practice models through co-funded faculty partnerships with individual practitioners and/or practice sites, in affiliation with AHEC

Obj 2.2 By July 2007, evaluate the need for development of a UNC-Chapel Hill School of Pharmacy Consultation Service to support practitioners across the State, and if needed, implement within one year.

Obj 2.3 By 1st Qtr 2008, initiate one or more community-based projects to evaluate the value of pharmaceutical services, coupling outcomes research with service-based learning.

Obj 2.4 By July 2006, develop a formal memorandum of understanding regarding financial support and provision of services between the UNC Hospital and the School of Pharmacy to be used as a template to formalize other relationships of the School.

Obj 2.5 By 2nd Qtr, 2006, develop a proposal for the re-establishment of the Master of Science in Hospital Pharmacy Program for implementation in the 2007-2008 academic year.

SD 3. Expand educational and professional development activities through the use of innovative instructional strategies and technologies.

Obj 3.1 By 3rd Qtr, 2007, create and offer a annual, one-day seminar on pharmacotherapy issues in practice to update the pharmacy community and increase the School's engagement with the practice community.

Obj 3.2 By January 2008, identify and develop innovative models for delivering and improving access to post-doctoral residency programs, mini-residencies, and continuing education to expand professional development opportunities.

SD4. Improve the School of Pharmacy's involvement with communities in North Carolina to improve public health.

Obj 4.1 By 3rd Qtr, 2007, assess current activities of faculty providing service to communities in North Carolina, evaluate high priority needs of the state's communities, and identify target areas for increasing the impact the School can have through increased involvement.

Obj 4.2 By July 2006, revise appointment, reappointment, promotion and tenure guidelines to ensure fairness and consistency across all divisions within the School, including AHEC faculty, and incorporate and recognize diverse professional and public service activities and accomplishments.

Obj 4.3 By 3rd Qtr, 2006, initiate a standing column in the *North Carolina Pharmacist*, the quarterly journal of the North Carolina Association of Pharmacists, to increase pharmacist awareness of faculty practice-related activities and accomplishments.

SD5. Strengthen and sustain positive relationships with the professional practice community.

Obj 5.1. By December 2006, convene the appropriate internal and external stakeholders to study issues around the practice interface, and develop recommendations to be presented to the Dean.

STRATEGIC INITIATIVE II: Educational Renaissance

Transform the educational process to prepare professional and graduate students to enter into their profession and continue to develop throughout their careers.

Strategic Directions:

SD 1. Update the curriculum and implement a system of continuous quality assessment of curricular content and structure to assure inclusion of current and evolving science and practice.

Obj 1.1 By December 2006, reach consensus on curriculum outcomes for the professional program and develop a mechanism for annual review.

Obj 1.2 By December 2007, complete the assessment of professional program curriculum content and identify redundancies and gaps related to the defined outcomes.

Obj 1.3 Concurrently with Obj 1.2, explore the possibility of restricting the core professional curriculum to two years to enable tracking of students into career interest paths or PharmD/PhD programs.

Obj 1.4 By August 2008, begin implementing professional program curricular changes as recommended by Curriculum Committee and approved by faculty.

Obj 1.5 Ongoing, establish and develop elective content and sequence it to meet the needs of the professional students.

Obj 1.6 By 2nd Qtr 2006, develop a proposal for the re-establishment of the Master of Science in Hospital Pharmacy Program for implementation in the 2007-2008 academic year.

Obj 1.7 By August 2009, implement a formal combined PharmD/PhD program.

Obj 1.8 By December 2006, divisions will assess existing curriculum for the graduate program to reflect current and evolving science and clinical practice.

SD2. Develop and enhance the School's teaching model for professional and graduate students with an emphasis on integration, problem-based learning, and optimal use of supportive instructional technology.

Obj 2.1 By July 2006, survey faculty needs and current resources that would be required for a transition to more active and problem-based teaching strategies.

Obj 2.2 By July 2006, implement a pilot project to determine feasibility of using multi-media, self-paced, content delivery strategies in the pharmacy curriculum.

Obj 2.3 By [TBD], integrate curriculum content and delivery to enhance learning based on the results of the pilot project.

Obj 2.4 By 1st Qtr 2007, develop and implement a plan to achieve the transition to more active and problem-based teaching strategies, including training for faculty and preceptors and development of adequate teaching facilities.

Obj 2.5 Ongoing, assess effectiveness of newly implemented teaching methods.

Obj 2.6 Ongoing, identify and make known to faculty those campus-based offices and programs that can assist them in identifying and developing applications for research in their selected areas of scholarship, including the scholarship of teaching and learning.

SD3. Establish a systematic process for ongoing evaluation and improvement of the professional program content, delivery, outcomes and resources.

Obj 3.1 By June 2006, complete recruitment of the Assessment Director.

Obj 3.2 By December 2006, identify benchmarks for criteria on which we will base the assessment.

Obj 3.3 By March 2007, develop appropriate assessment tools based on the selected criteria.

Obj 3.4 By August 2007, develop a systematic method of ongoing documentation and evaluation of student achievement of defined outcomes to improve the professional program.

SD4. Ensure the Professional Experience Program (PEP) and environment maximize resources and utilize and capitalize on enhancement opportunities to meet the needs of the School and the state.

Obj 4.1 Ongoing, in partnership with the AHEC Program, evaluate the existing PEP model and the funding that supports it.

Obj 4.2 By July 2006, in partnership with the AHEC Program, identify areas of the state and strategic partnerships for enhancement of the PEP, carefully evaluating need for strategic expansion to meet the needs of the state in healthcare and economic development.

SD5. Establish a continuous systematic process for instructional innovation and evaluation and improvement in graduate program content, delivery, outcomes and resources based on predetermined criteria.

Obj 5.1 By August 2006, develop evaluation criteria for graduate programs.

Obj 5.2 By January 2007, begin conducting formal periodic evaluations using the criteria identified above.

SD6. Promote professionalism and leadership development for students.

Obj 6.1 By August 2008, develop and implement a mechanism (e.g., seminar series, curricular content) to expose students to individuals who have shown leadership in all its various forms and to promote individual leadership and professionalism as an opportunity and responsibility.

SD7: As North Carolina's public-funded School of Pharmacy, take responsibility for exploring expansion of inter-institutional educational engagement and other distance learning opportunities.

Obj 7.1 By April 2007, develop benchmark criteria for evaluating inter-institutional educational engagement and distance learning opportunities.

Obj 7.2 By August 2007, conduct an evaluation using the criteria identified above to determine whether we invest to build, maintain, pull back on or divest each program.

Obj 7.3 Ongoing, capitalize on opportunities to apply distance learning technologies to professional, graduate and continuing education.

Obj 7.4 Based on 7.1, 7.2 and 7.3, develop replicable and scalable models for expanding distance learning and inter-institutional educational engagement program(s) to other sites.

STRATEGIC INITIATIVE III: Research Enterprise Growth

Aggressively grow the research enterprise.

Strategic Directions:

SD1. Strategically recruit new faculty who can position the School to pursue identified growth areas and opportunities across different disciplines.

Obj 1.1 Over the next 5 to 7 years, hire 15 to 25 new faculty (i.e. the target for research and teaching expansion) in identified programmatic areas.

Obj 1.2 Over the next 5 to 7 years, position the School to be in the top 5 in extramural funding as defined by AACCP and to help achieve the vision.

Obj 1.3 Acquire resources to achieve objective 1.1, including space, start-up, centers, etc.

SD2. Leverage senior faculty experience in key programmatic areas to identify opportunities and increase success rates.

Obj 2.1 By 2nd Qtr, 2006, establish a formal internal grant review process school-wide for individuals who seek assistance to facilitate highest quality of grant submissions.

Obj 2.2 By 4th Qtr, 2008, submit at least two program project or center grants and two training grants, with the goal of at least one being funded by 2009.

SD3. Create faculty and staff expertise and infrastructure to support all scholarship and program, project and center development.

Obj 3.1 Ongoing, evaluate the staffing capacity for the Office of Research and Graduate Education to 1) support program project and training grant development, 2) identify funding opportunities aligned with faculty research interests, and 3) meet increased demand for grant submission support, and adjust as necessary.

Obj 3.2 Ongoing, identify and make known to faculty those campus-based offices and programs that can assist them in identifying and developing applications for research in their selected areas of scholarship, including the scholarship of teaching and learning.

Obj 3.3 By July 2006, identify and make known to faculty specific funding sources available to health science schools that can assist them in scholarship development (e.g., the NIH K-12 and Roadmap grant awards).

Obj 3.4 By 2nd Qtr, 2006, leverage School assets to support four School-based centers of excellence that support the vision and mission and provide value to the University and the state.

SD4. Attract and support a cadre of well-trained graduate students and other post-graduate trainees complementing faculty research areas.

Obj 4.1 By 4th Qtr, 2008, submit at least two training grants.

Obj 4.2 By August 2009, implement a formal combined PharmD/PhD program.

Obj 4.3 By 3rd Qtr, 2006, develop and implement a system to promote an increase in the geographic and ethnic diversity of our graduate student population through national and international recruiting.

Obj 4.4 By 3rd Qtr, 2007, establish three new alliances with targeted U.S. and international university programs to identify quality graduate students and post-graduates.

SD5. Develop strategic relationships with traditional funding sources and establish mechanisms for research support (e.g. foundations, corporate, etc.).

Obj 5.1 By 1st Qtr 2006, establish a process to centralize requests for investigator initiated funding from corporate and foundation sources.

Obj 5.2 By 4th Qtr, 2006, establish a matching fund mechanism, such as small (\$25,000-\$50,000) seed grants, to stimulate faculty to get larger grants.

SD6. Increase the intellectual property output of the School.

Obj 6.1 By 1st Qtr, 2006, engage the Office of Technology Development with targeted faculty to identify intellectual property opportunities.

Obj 6.2 By 2nd Qtr, 2006, hold a workshop for all faculty to educate them on entrepreneurial opportunities and need for start-ups.

STRATEGIC INITIATIVE IV: Recruitment, Retention, and Academic Environment Reform

Promote an academic environment conducive to recruiting, retaining, and advancing the professional growth of outstanding faculty, staff, and students.

Strategic Directions:

SD 1. Strategically recruit new faculty who can position the School to pursue identified growth areas and opportunities across different disciplines.

Obj 1.1 Over the next 5 to 7 years, hire 15 to 25 new faculty (i.e. the target for research and teaching expansion) in identified programmatic areas to support targeted growth areas.

Obj 1.2 Acquire resources to achieve objective 1.1, including space, start-up, centers, etc.

SD2. Develop and enhance the nurturing environment for faculty, staff and students to help them achieve their full potential.

Obj 2.1 By December 2006, implement formal orientation and mentoring programs for all faculty and staff.

Obj 2.2 By February 2006, implement regularly scheduled informal faculty and staff meetings or gatherings.

Obj 2.3 By March 2006, review incorporation of individual professional development plans for faculty into the annual evaluation process and for staff into their semi-annual performance review process.

Obj 2.4 By February 2006, identify rooms for informal gathering of faculty, staff and students to meet and socialize.

SD3. Improve the advising system and establish a formal mentoring program to support professional development of students.

Obj 3.1 By March 2006, evaluate the results of the student reaccreditation survey, and develop and implement an action plan.

Obj 3.2 By August 2006, establish guidelines defining mentor/student relationships and expectations for those students who desire more personalized mentoring.

Obj 3.3 By August 2006, initiate a process to evaluate and recommend revision of the advisor programs to better address student needs, including a process to train mentors/advisors.

SD 4. Develop criteria-based policies for promotion and progression.

Obj 4.1 By July 2006, revise appointment, reappointment, promotion and tenure guidelines to ensure fairness and consistency across all divisions within the School, including AHEC faculty, and to incorporate and recognize diverse professional and public service activities and accomplishments.

Obj 4.2 By February 2007, implement a mentoring/training program on effective supervision and evaluation for faculty having administrative responsibilities.

Obj 4.3 By _____, implement an annual review process for all faculty in a supervisory role to include input from supervisors, colleagues and subordinates.

Obj 4.4 By April 2006, evaluate an expanded role for the Dean's Advisory Committee faculty representative to serve as the chair of the School's faculty.

SD 5. Develop criteria-based policies for staff advancement.

Obj 5.1 By February 2007, create and/or implement guidelines for staff development and advancement.

Obj 5.2 By July 2006, implement a mentoring/training program on effective supervision for all staff who have supervisory responsibility.

Obj 5.3 By April 2006, implement an annual review process for all staff in a supervisory role to include input from supervisors, colleagues and subordinates..

SD6. Promote an environment that values diversity at all levels (i.e. faculty, staff, and students).

Obj 6.1 By 1st Qtr 2007, develop a plan for promoting diversity in the School that includes minority faculty recruitment and development and career development for minority students.

Obj 6.2 By July 2006, initiate the approval process to hire a full time recruitment officer for professional and graduate students who will be accountable for, among other things, implementing the diversity plan.

SD7. Ensure the availability of state-of-the-art laboratory and teaching (i.e. educational) facilities.

Obj 7.1 By July 2006, develop a 5-year plan to assess and prioritize needs annually relative to maintaining state-of-the-art facilities (e.g. laboratory and teaching spaces, faculty lounge, meeting spaces).

Obj 7.2 Ongoing, identify opportunities for collaborating with other Schools on campus to share core facilities, specialized software programs, hardware, etc.

SD8. Leverage and capitalize on faculty development resources that are currently available to assist faculty in their scholarship development.

Obj 8.1 Ongoing, identify and make known to faculty those campus-based offices and programs that can assist them in identifying and developing applications for research in their selected areas of scholarship, including the scholarship of teaching and learning.

Obj 8.2 By July 2006, identify and make known to faculty specific funding sources available to health science schools that can assist them in scholarship development (e.g., the NIH K-12 and Roadmap grant awards).